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Attachment to

IAC-D-57/93

19 February 1958

CENTRAL INTELLIGENCE AGENCY

18 February 1958

MEMORANDUM FOR THE INTELLIGENCE ADVISORY COMMITTEE

SUBJECT : Utilization of the Post-Mortems Attached  
to National Intelligence Estimates

REFERENCE : IAC-M-326, 28 January 1958, which approved  
that the Chairman, Board of National Estimates,  
report on the above subject

1. We have surveyed the systems which the components of  
the IAC currently employ for handling post-mortem findings and  
recommendations.

2. We conclude that:

(a) All components make good use of the post-  
mortems. Indeed in most cases we could not suggest  
any improvement in use;

(b) In some cases, post-mortems could be dis-  
seminated more widely, particularly to overseas  
establishments, so as to advertise more extensively  
the intelligence deficiencies noted at the level of the  
NIE; and

(c) The current form of post-mortems, which is  
limited to a general expression of findings and recom-  
mendations, is about right. In almost all cases, the  
working levels of the components indicated that they

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have been able to translate general findings into detailed formulations upon which research and/or collection requirements must be based. We do not believe that it would be useful for the Board and your representatives to attempt the task in more detail than at present.

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SHERMAN KENT

Chairman

Board of National Estimates

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